Police Department

Mission Statement

Implement effective prevention strategies and reduce crime in collaboration with the community and our criminal justice partners in an effort to realize our vision to have the City of Minneapolis be the safest place to live, work and visit.

Our Values are the following:
A workforce that reflects our community
Employees are our greatest asset
Protection of human rights
Excellence in serving the public
Honesty and integrity
Community and Community participation

Primary Businesses:

Law Enforcement & Emergency Services

Crime Prevention and Reduction

Internal Services

Key Trends and Challenges Impacting the Department:

2004 will present significant challenges for the Minneapolis Police Department if it is to maintain its successful reduction and prevention of crime. Our comprehensive strategies developed over the past few years, such as CODEFOR, de-centralization of services, problem solving and accountability have been institutionalized within the organization, and are enabling us to meet the new challenges. We are now faced with new tests, including diminishing budget and staffing resources, increasing citizen and community demands and homeland security issues.

We will, however, do everything we can to build on successful strategies, continually striving to improve the quality of life for our citizens, as defined in the trends and challenges we have outlined below:

Law Enforcement and Emergency Services:

- -Trend: Increasing demands on MPD for all emergency services.
- -Current Calls for Service Trend (Jan.-May 2003): 256,315
- -Challenge: Maintaining the highest level of service and response to 911 calls for service
- -Challenge: Assuring that the City of Minneapolis and the MPD are prepared to respond to any emergency situation. Maintaining vigilance in heightened levels of national alert.
- -Challenge: Increasing demands for investigative hours based on increasing crime numbers more sophisticated and cyber-crime.
- -Challenge: Staffing large planned and unplanned events.
- -Trend: Increasing numbers of people (non-English speaking) from other countries.
- -Challenge: Communication with non-English speaking persons. Connecting with the immigrant community and educating them about the MPD, laws, customs, crime prevention, etc
- -Challenge: Increasing our level of internal technology and communications capabilities in an ever-increasing technological age.

911 response remains our primary responsibility. As we look at ways to work smarter with fewer resources, we will continue to focus our staffing priority to be the precinct officers who respond to 911 calls. The MPD, with support from the City, has always been a lead agency in emergency planning and preparedness. Demands for police service skyrocketed after September 11, 2001, paralleling the fears of citizens and businesses that expressed concerns

about their safety. Police Administration meets monthly with Hennepin County and other agencies to share information and coordinate future response protocols and we continue to be in contact with the Federal Government. In 2003 we looked at facing a continued increase in challenges and calls from concerned citizens due to continued fears and declining social services.

We are seeing an increase in demands for investigative time. Investigators are noting more technological related crime, including financial fraud, and seeing more sophisticated criminal activity. Working with other agencies and task forces enable us to tackle large-scale crime impacts (gangs, cross-jurisdictions, etc.).

Special Events are an opportunity for both community relations and to strengthen our ability to manage large proceedings. "Staffing-up" for events is always a challenge, in staff and cost resources. Crowd control (planning for emergencies, potential arrests, traffic (foot and vehicle) flow, area security and general safety) is the main emphasis of special event planning. The annual standards, such as the Aquatennial are well established and event managers work smoothly with city departments. The Dome and Target Center attract large crowds enjoying sporting and musical events. We provide dignitary protection for Presidential visits. The MPD continues to assist other agencies in major events, including the national trend of increasing riotous behavior and emergency situations.

The MPD continues its outreach to established and new immigrant communities. In 2002/2003, the MPD was successful in hiring a full time Somali liaison and a grant funded Latino liaison. Through our liaisons and community leaders, we offer bilingual informational and safety seminars. We will continue with our very successful and diverse Community Service Officer (CSO) program as a prelude to candidates for police officers, as long as funding can be secured. The MPD has conducted awareness training on the Asian and Somali cultures and offer Street Spanish courses for employees. We use certified translation services, as we have in past decades, both for 911 emergencies and long-term bilingual communication (i.e. victim interview). We continue to look at balancing the growing need for bilingual services and how-to-pay for these services.

Mobile Data Computers (MDC) in squad cars and 800 MHz Radio System, installed in 2003, advancements in automated report entry and investigative techniques provide technological advancements which will support efforts to continue our high level of service. We will continue to provide training and priority equipment to officers.

Crime Prevention and Reduction:

- -Challenge: Continuing crime reduction in 2004.
- -Current Crime Trend (Jan.-June 2003): Increase in robberies and aggravated assaults (related to youth and possible gang activity). Significant decrease in larceny.
- -Challenge: Developing and implementing crime prevention strategies that are reflective of the ever-changing methods of criminal activity including more sophisticated and cyber-crime.
- -Challenge: Working towards reductions in and prevention of crime with fewer sworn and civilian staff while maintaining high levels of service to the community.
- -Challenge: Look at how best to align resources and prioritize services to meet citizen expectations. Educating citizens on service levels.

CODEFOR remains our catalyst for immediately addressing current crime trends and developing long-term options for continuing our years of strong reduction in serious crime in Minneapolis. 2003 faced us with addressing a disturbing national and local trend, started in September 2001, of increases in many crime categories. Coupled with our critical shortages of personnel, budget cuts and looming state deficits, our ability to reverse this trend will be seriously challenged. We continue to attack crime at all avenues including: addressing potential trends immediately, collaborations with our partners in the criminal justice system, focusing on Top Ten and repeat offenders, pro-active patrol, resource sharing, exploring new tactical and preventive options, strengthening partnerships with the community and establishing service priorities.

The MPD diligently strives to establish a high level of respect and trust between the police and the community. We work on changing negative perceptions of the MPD that may result due to lack of understanding by the police or the community. Through the newly established mediation process, we look forward to a closer relationship with citizens. The MPD has institutionalized an infrastructure which builds new permanent connections between the sector

lieutenants and the communities they serve. The Chief's Advisory Council meetings continue to benefit our community outreach efforts, with citizens having the opportunity to discuss any topic with the Chief and command staff.

Meeting increased customer demands, including livability crimes (i.e. street corner drug dealing, drug houses, loitering, prostitution, etc.) will remain challenging. With budgets impacting many social agencies, we see the increase in demand for more overall police services and police with specialized training. We will be working with the community to address their service concerns. The Crisis Intervention Teams continue to assist with responding to mentally illness calls. 2003 was and 2004 will be a year of challenge in prioritizing and communicating police service responses, realizing not all citizens will agree with our decisions.

The Police Athletic League (PAL) activities have been very successful helping youth make better choices. Citizens Academies, Precinct Open Houses, Community Meetings, SAFE workshops and Sector based outreach efforts are bringing the police and community together.

Internal Services:

- -Trend: Increasing demand for police services; decreasing budgets.
- -Challenge: Streamlining the MPD and modifying the existing organizational structure of the department to meet community, organizational, and budget goals.
- -Challenge: Making the MPD run in the most efficient and effective way possible.
- -Challenge: Maintaining the highest standards of equipment and training for our existing employees and new hires.
- -Challenge: Working to maintain a positive working environment of our employees.

For 2003 the Department was mandated to operate with a \$6.9 million dollar (LGA) cut from current service levels in 2002. We are striving to achieve this goal through effective unit restructuring, use of attrition, hiring freezes and downsizing our organization. High on our list is focusing on priority police services though our main business lines of law enforcement and emergency services, crime prevention and reduction, and internal services. We anticipate future streamlining of services, departmental restructuring and staff reassignment as we foresee a decreased funding projection of \$1.3 million and between \$2.5 and \$9.5 million LGA cuts for 2004.

Internal Services supports the department with looking for the most efficient and effective aspects of meeting organizational requirements (training, policy, equipment inventory, etc.), finance, human resources and technology endeavors. New and updated reports assist commanders monitoring their overall budgets (including overtime), staffing and other resources. With decreases in staff, we are struggling to maintain a high level of customer service in support areas. We have encouraged employees to suggest cost-saving strategies. We look towards innovations in technology and management strategies to assist us in being able to continue outstanding service while projecting decreasing resources.

Key Initiatives or Other Models for Providing Service to be implemented:

The MPD has described many enhancements in prioritizing and streamlining (staff and resources) during this year's budge submissions (including supporting documents in this report presentation). We will be actively looking at potential key initiatives and service models again as part of our 5 Year Business Plan process. Efforts will focus on the best ways to continue priority police services to our citizens. (A follow-up report will be provided detailing our key initiatives and other service models, during future budget discussions.)

The MPD will be working closely with the Budget Office on our performance measures for developing 2003 estimates and 2004 projections.

MPD – 2004 Budget Reform Options

1. SPECIAL SERVICE DISTRICT OPTIONS

Other cities have developed special service districts to enhance the level of city services in a specific area. Most famously, New York City has created Business Improvement Districts that have done a spectacular job of revitalizing areas such as Grand Central and Times Square. Essentially, businesses in the area agree to a slightly higher tax levy in exchange for enhanced city services.

A group of business leaders in Minneapolis is looking at that strategy for the downtown area. Ultimately, in the 18 months o two years that it will take to create such a district, there may be opportunity to create efficiency in police service. Improved efficiency, better technology and information sharing will create a safer downtown.

It's important to note, however, that the fear of the people creating the special service district is that the city will use that to supplant that area's current allocation of resources. One of the things that the study group has already done is to identify their current resources to use as a baseline, and the group says they will not move forward without an increase in services proportionate to the additional fee burden they experience.

2. RECRUITMENT

Across the nation, police departments are struggling to find qualified candidates for sworn law enforcement positions. The need for a number of those candidates to represent minority groups within the given community, along with the fact that women are greatly underrepresented within police workforces, make the search more complex and challenging. Traditional recruitment methods can no longer be counted on to be effective, a situation mainly attributed to the prosperous economy and mistrust toward the police image due to a number of high profile police incidents.

The Minneapolis Police Department must implement several new strategies if it expects to compete in the recruitment arena. Additional staff should be added to the recruitment function, as well as developing an eye-catching Web site. The MPD must streamline the hiring process, and begin hiring candidates as soon as they have passed the hiring process, and not wait for the beginning of a recruit academy. These candidates can be put to work within the city and the department until a full academy can be conducted. The existing members of the department should be utilized as recruiters, with incentives for those who are successful. A lateral entry must be fully implemented and utilized to increase diversity and shorten training timelines. The development of a preparation course for interested candidates should also be implemented to improve applicant test scores and increase eligible candidate pools. Community partnerships and a department-wide career fair are also strong recommendations for the agency.

Police agencies must aggressively respond to today's labor market by developing a creative, comprehensive and inclusive recruitment program in order to attract candidates from a range of ethnic groups. The Minneapolis Police Department is not unique in its difficulty in finding diverse pools of police officer applicants. Projected budget shortfalls certainly hinder the department's ability to attract and retain future and current officers. By exploring national trends in recruitment, and adapting strategies to fit the organizational needs, the agency can improve the diversity of its workforce.

It is imperative that a determination be made now as to the MPD's financial ability to hire in 2004. It is very detrimental to actively recruit license-eligible candidates when we won't be hiring in the short term. If the department cannot hire new officers in 2004, the budget focus needs to be on allocating resources to mid-long term recruitment efforts.

Short-Term Recruitment Strategies (Hiring in 2004):

- 1. Approach officers of color currently working for other law enforcement agencies and offer an incentive package to join MPD through lateral entry.
- 2. Hire current CSO's as sworn officers.
- 3. Reward current employees with incentives for recruitment of minority/female officers.

Long-Term Recruitment Strategies (Not hiring in 2004):

- 1. Offer current CSO's city jobs at a higher rate of pay if they stay employed by the city through 2004.
- 2. Assignment of at least one full time recruitment officer to Professional Development.
- 3. Streamline hiring processes shorten testing and selection steps.
- 4. Offer city jobs (give priority) to suitable candidates while they attend college and/or are waiting for a recruit academy to be funded.
- 5. Allocation of more recruitment dollars to the budget mainstream media outlets are most effective but most costly.
- 6. Implementation of a referral incentive program for existing employees who successfully recruit a candidate into

employment.

- 7. Conduct an annual department-wide fair about the police department including specialty unit demonstrations, pay packages, physical fitness testing and criteria information, brochures, etc.
- 8. Development of a preparation course for potential applicants. Through coaching and skill development, candidates who might otherwise fail the entry tests would be thoroughly prepared for the tests. The age range for this could be from 18-40 years of age.
- 9. Work with Minneapolis Public Schools to create junior and senior high magnet programs with a public safety emphasis.
- 10. Creation of a law enforcement "club" similar to the Explorer program. This program would be designed to capture the age range from 13-18 years.
- 11. Partnerships with community organizations for grants, reciprocal training, equipment donations, or job opportunities for potential officers.
- 12. Liaisons within the faith-based organizations to reach candidates of all ages.

2004 Budget Recruitment Line Item Funds:

Excluding salaries/benefits for any new officers hired, it is projected that a minimum of \$21,500 be allocated for recruitment efforts in 2004. The breakdown of that estimate is as follows:

- \$1,500 for brochures and written materials;
- \$3,000 for a police department career fair at the Convention Center or other location;
- \$2,000 for an employee referral incentive program (\$200 per successful referral);
- \$15,000 for media advertisements.

Additionally, these efforts would require the following staffing commitments:

- 1 full time recruitment officer
- 1 part time law enforcement career club coordinator

Part time coaches through PAL or dept. volunteers to assist candidates with physical and written testing prep course.

3. PARTNERSHIPS

A. County Jail

In May, the MPD implemented a booking unit. This measure was taken in order to preserve sworn positions within the police department. In 2002, the MPD paid \$1.5 million to the Hennepin County Sheriff's Office (HCSO) to process 8301 arrestees. This breaks down to a rate of \$251.21 per booking. Often, the only reason for the booking was in order to identify the arrestee, not to hold them in jail. In fact, only 1% of those eligible for alternative booking methods were actually held for 24 hours or more at the jail.

Rates charged to the MPD have increased 26% in each of the past two years even while overall bookings have decreased. In 2003, the MPD budgeted approximately \$1.8 million for bookings at the Hennepin County Jail. The MPD concluded that if one-third of those currently booked at the jail were instead processed by the MPD, the MPD could divert expenses paid to the HCSO to salaried-sworn positions internally.

Although the MPD booking unit is not designed as a cost savings measure, it is designed to keep budgeted dollars within the general fund rather than paying them to an outside agency. The MPD booking unit is currently staffed with one sergeant and nine officers. These are positions that would have otherwise been eliminated due to budget cuts. The MPD is closely monitoring the number of bookings processed internally to ensure that booking charges from the HCSO are reduced and diverted to these salaried positions.

B. Target

SafeZone is a project that is designed to increase the perceived and actual safety of residents, workers and visitors to downtown Minneapolis. It is a multi-faceted approach to safety that involves dramatically improving communication between private security entities downtown, installing security cameras to prevent and detect crime in the downtown area, and other strategies that will enhance safety.

While Target Corporation is contributing significant financial and intellectual capital to get SafeZone started, it doesn't translate into immediate cost savings for the police department. Initially, there is a need for police to provide monitoring of the cameras, which may drain resources somewhat. Further, the cameras are only as good as our

ability to respond to those situations detected on the cameras.

On a long-term basis, corporate financial and intellectual philanthropy may provide some opportunity for making police operations more efficient. Ultimately, though, the downtown business community is interested in seeing police presence enhanced in the downtown area.

C. CAD (Computer Aided Dispatch)

Cost of replacement: ~\$5 M; plus ~\$200K annually for maintenance contract.

Cost of partnering with Hennepin County Sheriff's Dispatch (currently being explored for feasibility): ~\$400K annually (estimate) plus \$200K annually (split between City and County) for maintenance contract.

Cost savings estimated at \$1M for the non-recurring costs and \$100K annually for the recurring maintenance/support agreements.

311 Consolidated Call Center/3-1-1: MPD is a staunch advocate of the consolidated contact or 3-1-1 Center concept to the CCC and continue operations with phone, CAD, and radio capabilities. The Teleserve and E-Teleserve function, graffiti reporting, and perhaps as many as one-third of all calls into the 9-1-1 center could be dealt with and sent to the 3-1-1 Center. Staffing and training for the CCC could partially come from the 9-1-1 center. This and other synergies could perhaps be best leveraged by placing the MECC and the CCC into a "unified communications department" outside of the MPD.

E-Teleserve – Due for completion in Sept '03

The optimal end product for citizens would provide options for telephone reporting, Internet reporting, and for walk-in reporting. Until the consolidated contact center (CCC) is ready to take over these services, MPD will be providing an interim web-based service for Internet reporting.

Cost in '03 (from grant funding): ~\$25K.

D. Dispatch

MECC currently has 25 working 911 Operator/Dispatcher work positions, but typically only staffs 15 of those given current Minneapolis staffing and operational levels. MECC therefore has excess capacity that could be used as dispatch positions for a number of suburban police and/or fire agencies. In mid-May '03 the Mayor's office sent a letter of invitation to Brooklyn Center, Edina, Golden Valley, Richfield and St. Louis Park informing them of this excess capacity. The letter invited them to consider having MECC dispatch for them under contract for what was estimated to be a 40-50% cost savings for the suburban agencies.

Potential revenues: (depends on number of suburbs, if any, that we contract with). As an example, St. Louis Park has a budget, we believe, of about \$800K, about half of which might be the contract amount. Revenues would be almost completely offset, however, with the cost of hiring personnel to staff the work positions.

4. NRP/COMMUNITY POLICING

Rather than describing "community policing" as a separate function or specialty officers, it should be described by the way we all do business daily. We will maintain some full time personnel doing problem solving, community organizing, and crime prevention etc. They will also maintain the enforcement functions for nuisance properties and the conduct on premises letters.

However, those responsibilities that have been identified as "community policing" will be everyone's job. Those include but are not limited to:

- Attending neighborhood and block meetings
- Providing crime prevention information
- Getting to know the residents in their area of responsibility
- Problem solving
- Following up on complaints
- Working in partnership with others, i.e., schools, churches, businesses
- Taking ownership for the geographic area they are responsible for
- Providing information
- Getting to know who is responsible for what in city and county government and working collaboratively with them
- Be familiar with resources (non-profits, service providers) and make referrals when necessary

Our training will have to reflect this as well as our expectations and performance appraisal system.

5. EFFECTIVE UTILIZATION OF PERSONNEL

There are several areas where we can gain greater effectiveness. Each of these areas will free up officer time from unproductive tasks and make them available for higher priorities. More analysis is needed to understand how much will be gained; more development time is needed to create the best solutions. The areas are:

- Report taking. Several property crimes where there is no suspect could be reported on a short form for insurance purposes. They could be reported on-line, through call takers, possibly through the CAD system or over the phone.
- Not responding to some call categories such as narcotics or loitering calls where there is no suspect or caller information provided. However, they could be taken "in-service".
- Explore having the county retrieve property by appointment and picking up intoxicated persons. Public intoxication has been decriminalized and is a medical issue. Therefore, medical or related personnel should transport, not police officers.
- Do not respond to civil matters and other calls that do not require a police response. Could MECC call takers do more screening and eliminate some dispatched calls?
- Deactivate some types of calls sooner or dispatch them "in-service" if they are transitory such as Hot Rods, Kid Trouble, Honking, and Loud Talking.

Change our response to alarms. Require verification of commercial alarms and charge much sooner for false alarms on both commercial and residential property.

A. Effectiveness - Officers

One of the most comprehensive things we can do to improve the effectiveness of investigations is to design a citywide case management system. This system would help keep investigations on track and would allow case managers to better prioritize the workload. It would include guidelines for assigning and redlining cases, timelines for case progress, and a review panel for addressing citizen concerns regarding investigations. The case management system would not be a computer program, but rather a set of policies and procedures for guiding the investigative process.

One component of the system would be a set of clear guidelines for when cases should be assigned for further investigation and when they should be redlined. Some of the factors included would be the level of cooperation of the victim, whether or not there are known suspects, the amount of the loss, and whether the crime is part of an identified pattern. These guidelines would be set by individual units or divisions and could be adjusted if staffing or caseload changes. This would help alleviate some of the pressure investigators feel due to the accountability of CODEFOR.

The case management system would also include set timelines for case progress. For example: investigators would have to enter their first supplement to a case within 2 days of receiving the case. This supplement might be limited to stating that they have reviewed the case, contacted the victim, and arranged for interviews. This would assist the precincts by knowing what preliminary steps are being taken. The investigator would then be required to enter another summary statement within 5 days of receiving the case. This statement would be more comprehensive and would likely included information about interviews, possible suspects, and processing of evidence. Finally, the investigator would have a timeline for closing the case or continuing it pending further leads. A supervisor's approval would be required for keeping the case open for a longer period.

A final component of the system would be an Investigative Review Panel. This panel would not be disciplinary in nature, but would be established as a means to review cases and determine if they should be investigated further. The panel would consist of case managers and peer investigators. They would review cases at the request of supervisors, investigators, or citizens and determine if the case should be pursued further or closed. They would also make recommendations as to how the case should be pursued when applicable. This would allow the MPD to address citizen concerns about investigations and ensure that we are handling cases consistently.

Improving the quality of the initial scene investigation was a common thread mentioned by investigators. This can be achieved by better training street personnel and by staffing shift investigators. Investigators often spend hours trying to track down witnesses or victims who could have been easily interviewed at the time of the crime. This slows the investigative process and reduces the chance of quickly apprehending a suspect. One method of addressing this is to train street officers and sergeants in simple interviewing and investigative techniques. Another would be to staff

middlewatch investigators at the precincts. They would pursue the case until the end of their shift and it would then be assigned to a daywatch investigator in the morning. The night investigators could conduct interviews, execute search warrants, and oversee the processing of crime scenes. This would greatly enhance the ability of the daytime investigators to pursue the follow-up and charging of the case.

The Administration should also work with the Police Federation to allow case managers to assign lower priority cases, or cases that would otherwise be redlined, to officers. This would allow the officers to gain experience in investigation and at the same time would reduce some of the pressure on investigative units. For example, a gang shooting with uncooperative victims might normally be redlined, but a gang officer could pursue the case and possibly prevent retaliation. This might also lead to debriefing about other crimes.

A recurrent theme in improving investigations was expanding the use of interns and civilian personnel to assist investigators. Investigators spend a tremendous amount of time analyzing phone records, tracking down victims and witnesses, preparing administrative subpoenas, and returning phone calls. This is especially a problem in more long-term or complicated investigations. College interns and civilian analysts could be used to assist with these duties and preserve investigator time.

The MPD should develop a formal relationship with the University of Minnesota's Humphrey Institute to help provide interns and analytical support to investigators. They could assist with conducting surveys of victim satisfaction that might lead to better customer services. They can also help analyze crime trends and patterns that would lead to designing more effective tactics for patrol and investigation.

Investigative lieutenants should also develop weekly training updates for investigative staff and street officers. These updates would include changes in case law, techniques for investigation, and updates on policy and procedure. The training could be very informal, but would ensure that we are constantly teaching our staff.

With the decentralization of the Juvenile Unit and Watch Commander's Office, and the completion of IACP there is a window of opportunity to move investigative units. The MPD should use this opportunity to determine if housing specific units together would improve our effectiveness. For example; if we housed the Gang Strike Force, ROP, and Homicide Units together would it improve communication and make them more effective? This analysis is already in process within CID.

The MPD should work with the Hennepin County Attorney's Office to develop a method for corporate security personnel to present cases directly to the prosecutors. It is very common for them to conduct an exhaustive investigation and then present it to the MPD. We then review the case, assign a case number, and present it to the HCAO. We should develop a process to eliminate our role and allow them to present these cases directly.

Investigative units should also reemphasize the importance of thoroughly debriefing suspects. This was a priority at the beginning of the CODEFOR Strategy and led to the development of excellent information about other crimes. The MPD should continue to stress debriefing and allow investigators to pursue peripheral cases if necessary.

Finally, the MPD must continue to improve communications and the use of our web-based applications. This will allow us to better serve the community and will allow access to information without using investigator time. This is especially important in Forgery/Fraud cases where citizens often need information on how to proceed with civil processes. We can also use these applications to enhance internal communication between the street officers and investigative units. A good example of this is the need for street officers to have access to Gang Net and information on registered sex offenders.

B. Effectiveness – Investigators

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Investigative units should also reemphasize the importance of thoroughly debriefing suspects. This was a priority at the beginning of the CODEFOR Strategy and led to the development of excellent information about other crimes. The MPD should continue to stress debriefing and allow investigators to pursue peripheral cases if necessary.

Finally, the MPD must continue to improve communications and the use of our web-based applications. This will allow us to better serve the community and will allow access to information without using investigator time. This is especially important in Forgery/Fraud cases where citizens often need information on how to proceed with civil processes. We can also use these applications to enhance internal communication between the street officers and investigative units. A good example of this is the need for street officers to have access to Gang Net and information on registered sex offenders.

6. NON-GENERAL FUND REVENUE

In order to maximize our assets and therefore our service to the community in a time of reduced general fund, we will actively pursue non-general fund support dollars. These efforts will focus on pursuing all appropriate grant opportunities, partnerships, and revenue sources. Some examples are as follows:

A. Traffic

The MPD Traffic Unit has 20 officers assigned to it, and that staffing level is likely to be sustained in 2004. Based on historical traffic tag data, the MPD is able to estimate the amount of revenue generated from the allocated portion of assessed fines on traffic tags through Hennepin County.

Specifically, roughly 90% of traffic tags are not contested, meaning the violators send in the indicated fine to Hennepin County. No records are available to conclusively determine what portion of the contested tags (10%) result in full or partial fines. Additionally, the MPD receives \$53.60 from every tag fine paid to Hennepin County. MPD records indicate an estimate of 17,500 traffic tags to be written by officers in 2004. Multiplying the estimated number of traffic tags (17,500) by the amount MPD receives for each fine (\$53.60), and assuming a continued uncontested rate of 90%, it is estimated that the MPD should receive approximately \$844,200 in non-general revenue funds through traffic tag fines. This estimate is clearly contingent on variable factors, but historical data and projected MPD staffing levels lend a high level of predictability to this figure.

B. Impound Lot

Impound Lot – The Police Department recently reviewed the city Impound operations in connection with some complaints, problems and security issues that have been raised over the year. The Impound Lot is currently operated by Public Works. The proposal was to check the feasibility and financial benefit of MPD taking control of Impound Lot operations for the city. In spite of the issues of security and timeliness of the release of vehicles, the Impound Lot last year provided revenue of \$1,800,000 after operating expenses of \$4,481,000. These excess funds were allocated to the General Fund. The Lot relies heavily on private contractors, which is the bulk of the expenses. There are lots of issues regarding background checks of tow truck drivers and other parts of the operation that concern the Department. Last year \$2.8 million was spent annually for contract towing services, and we believe that under the Police Departments supervision, we could hire a cadre of tow truck operators (potentially through CSO or other programs) lease our own trucks and operate the tow service ourselves. We believe we could be more cost effective and thereby generate revenue, which could be dedicated to the Police Department thereby freeing up General Fund resources. The research shows that the almost all the tows into the Impound Lot are the result of police actions and our controlling the Lot would be a natural fit.

C. Grants and Seizures

Grants - We have and will continue to pursue Federal, State, and private grant maker opportunities. An internal MPD committee first screens grants with representation from City Grants and Special Projects staff. Grants pursued, awarded, and accepted are brought through City Council beginning with the Public Safety and Regulatory Services

Committee.

We have one Management Analyst who coordinates search, application, and monitoring of grants along with other duties. We have several staff members who through their specialties (i.e. bomb/arson, emergency preparedness, and domestic violence) are alert to offerings as they surface.

Grants on all levels, private, corporate, foundation, federal, and state have been declining.

Private, corporate and foundation grants have declined with the downturn in the economy. Typically, it is uncommon for them to support government entities with grants. We have on limited occasions received direct grants. Having said that, they often welcome police agencies as partners with community based entities. We frequently participate with community funded initiatives and will look for other opportunities.

State Grant making has also declined with the general budget shortfall. Some existing programs persist at reduced funding levels. We remain in regular contact with the Department of Public Safety to take advantage of appropriate opportunities.

Federal Grant making is changing. The current federal administration appears to be moving in the direction of consolidation of federal grants programs. The current belief is that programs such as Local Law Enforcement Block Grants, COPS Office opportunities, the Byrne Grant, and Homeland Security funding may all be brought under one umbrella. Fortunately, MPD has a very good reputation for accountability and management of grants with our Federal grant managers.

On both State and Federal levels, many of the opportunities come under the titles of emergency preparedness or Homeland Security. In some cases this applies to domestic terrorism, to include violent crime and gang threats. MPD and MFD are well situated to pursue emergency preparedness related grants.

Some grants allow for "administrative" costs to be paid from them. In that case, where appropriate, we can charge back some of the personnel costs associated with their management.

Seizures and Forfeitures - State and federal seizures have assisted MPD in the fight against drugs, violent, and property crime, as well as integrity and community policing. Assets seized are typically instrumentalities or the proceeds of crime. We have used these funds to further investigations, pay overtime, purchase equipment, and provide training. With the increasing sophistication of criminals, particularly in the drug trade, they have insulated some of their possessions and assets from seizure and forfeiture. However, legislation has created other categories of seizure for crimes such as DWI and prostitution. They have varying levels of specificity as to how these assets must be redirected.

Some federal programs, such as Weed and Seed, have specific criterion about where the funds can be used. In most instances, they are identical to MPD top priorities. It would be a good idea to have our Captain of Investigations discuss with the Justice Department all of the asset forfeiture programs available. We know programs are offered through the DEA, FBI, and the Secret Service.

It will be important to assure that all officers from the street level up are aware of the various offenses for which asset seizure is provided as a tool and the processes necessary to effect a seizure and forfeiture. Current cuts to our Narcotics Unit have led to significant decreases in seizures for the first half of this year. There has been a 75% drop in crack seizures, a 23% drop in powder cocaine seizures, an 84% drop in meth. seizures, and a 70% reduction in the number of guns seized during warrants. The only increase has been in the number of ecstasy doses recovered.

School Liaison - This has been a 38-year association between MPD and MPS. MPS has specific levy authority to raise revenue for DARE/Liaison/Security. These past few years MPS has provided approximately \$500,000 per year to MPD to be used toward officer salaries. In the 2002-2003 school year that paid for about 25% of the nineteen officers MPD assigned there. The LGA cuts of 2003 necessitated MPD scale back our liaison commitment. The manner of calculation for the levy was changed this year and MPS has almost tripled their levy authority. MPS offered \$900,000 to MPD for salaries. We offered them fourteen officers and two sergeants. The \$900,000 would pay those officers salaries for almost three-quarters of the year.

As of this writing MPS has officially rejected our offer and is instead seeking to enter into an agreement with the Park Police Department for liaison services. The net to MPD will be the loss of the \$500,000 that formerly offset a quarter of the liaison salaries. We will be placing the officer positions formerly in liaison into precinct based traffic enforcement positions. Through the fine revenues generated in diligent enforcement they should be able to cover the one-quarter loss of salary.

Training - We have some of the best educated and most experienced law enforcement professionals in the State of Minnesota. Many are excellent instructors and subject matter experts. We also have the need to assure our officers are properly trained for licensing, liability, effectiveness, and professional certifications. Most law enforcement agencies in Minnesota cannot afford to have full time training staffs. They must purchase or otherwise acquire needed training for their personnel.

We have frequently permitted other agencies personnel to attend our scheduled training. On limited occasions, we have hosted IACP or other courses for regional seminars. Some of these have been revenue producing or permitted us free seats in the class. The St. Paul Police Department does not receive general fund support for their training programs. They run training programs for fees and thereby fund their own training needs.

We are also in need of a permanent training facility as we are in borrowed and/or rented space. Our need for a training facility is currently in the CLIC process. With some more personnel assets dedicated to our Professional Development we believe we could develop a similar practice of providing regionally needed training for fees and reduce or eliminate our need for general fund support of our necessary training programs.

D. 800 Mhz

Revenues could be collected from private agencies wanting to use talk groups (channels) on City 800 MHz radios that are carried by MPD personnel. It is common for organizations to hire off-duty personnel to act as security (or augment existing security) for events and even for routine times of operation. During these times, MPD sworn personnel have access to and can use their own radios to coordinate amongst themselves and for response by on-duty personnel if needed. The City could consider an hourly fee, per officer, for having this access to MPD channels. Similarly, the City could negotiate an annual fee with these user organizations. This would be an administrative challenge if applied to all off-duty locations. Perhaps more practical, MPD could focus on the large indoor venues where channel congestion could occur if not controlled. A venue such as the Metrodome, for the Vikings, might be charged \$50 per hour per officer during Viking's events. Other venues/organizations, such as the Target Center for the Timberwolves, concerts, and other events, would also be contracted.

Potential revenues: Using this example fee level; 50×20 officers x 6 hours x 8 events per year = ~548K (24K at 25/hour).

7. What to tell citizens asking to help

A. Volunteers

Utilizing seniors as volunteers can bring great savings to the MPD. Presently, one of the Sector Lieutenants in the Third Precinct is focusing on seniors in his Community Engagement project. The seniors are contacted through the Longfellow Healthy Seniors organization. The seniors now help staff the Third Precinct Cop Shop at 34th Avenue and 54th Street. Seniors could assist with follow-up calls to crime victims to notify them of the status of their cases, and help with informational calls to the public on City of Minneapolis information.

- B. Problem solving
- C. Block Clubs
- D. Partner with vulnerable people on block
- E. Citizen patrols/watching out for them
- F. MAD DADs

G. African American Men's Project

Potential long-term savings are possible by Minneapolis Police participation in the African-American Men Project's RIGHT TURN initiative. The Third and Fourth Precinct Commanders are working with RIGHT TURN to refer young African American men to the initiative who are arrested repeatedly for livability crimes. RIGHT TURN will work with men to correct some of the life-situations the men experience (no GED, etc.) that keep them reoffending. RIGHT TURN estimates the MPD arrest costs \$251.00 per arrest. On a conservative estimate of helping 10 men out of a life of livability crimes, and estimating that each man would not commit 12 of those crimes in a year, would have a potential savings to the MPD of \$30,120.

Key Departmental Outcome Measures:

Outcome Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of Part I crimes	27,750	27,079	27,201		
(Crimes against persons)			4,200		
(Crimes against property)			23,000		
% Change in Part I Crimes	-10.690%	-3.3%	0%		
# of Part II crimes	45,070	45,169	42,363		
(Crimes against persons) (Crimes against property)					
# of arrests	36,278	35,412	32,157		
# of Part I arrests	4,555	4,194	4,065		
# of Part II arrests	31,723	31,218	28,092		
# of homicides	50	43	47		
Number of burglaries where entry was	1,602	1,659	1,152		
made through an unlocked door or					
window	35.1%	40.4%	25.8%		
% of all burglaries where unlocked entries were made					
% citizens who report feeling safe in their neighborhoods*		80%			
% citizens expressing satisfaction with Police Services*		86%			
% citizens who had contact with Police who report satisfaction with the professionalism shown by police officers*		78%			
% MPD employees who are women	28%	29.3%	29.3%		
% minority MPD employees (all)	15.2%	15.7%	16.4%		
% minority MPD employees (sworn)	15.3%	16.4%	16.1%		

Explanation of Performance Data for Departmental Outcome Measures:

*Citizen data is from the 2001 Minneapolis Citizen Survey. This citywide survey interviewed 1200 residents. A smaller survey is planned for later 2003.

Primary Business:

Law Enforcement & Emergency Services

Service Activity:

Public Safety Services

Description:

Protection of life and property: Enforcement of local, state and federal laws

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# calls for service		376,418	361,555		
Average response time:					
Priority 0			3.5 minutes		
Priority 1			7.7 minutes		
Priority 2			21.3 minutes		
# authorized sworn officers per 1000	2.5	2.3	2.3		
residents					
Total Arrests	36,278	35,412	32,157		
Drug related Arrests	4,140	3,980	3,545		
Gang related Arrests	815	768	712		
DWI Arrests	1,004	1,064	1,268		
Guns recovered	1,155	929	997		
# Traffic accidents/reports	8,418	8,079	7,442		
# Traffic-related fatalities	17	19	15		
# Operation 100s	6	6	5		
# High risk warrants served	214	362	233		
# special events	95	110	129		

Explanation of key performance measures:

- Arrest information from CAPRS
- Citizens also file traffic accident reports directly to the state (estimated over 8,000 in 2002)

Service Activity:

Investigating Crimes

Description:

Crimes against persons and crimes against property are investigated by either the precinct investigative units (these crimes include property crimes, robbery, auto theft, hit and run, juvenile crimes), or the specialty investigative units of Homicide, Narcotics, Organized Crime (Gang and Weapons), Bomb/Arson, Family Violence, Sex Crimes, Forgery/Fraud, or Accident Investigation.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of Part I crimes against persons events reported	5,157	4,779	4,657		
# of Part I crimes against persons reported that are assigned for investigation.	3,166	3,039	2,957		
# of assigned Part I crimes against person that are charged.	725	734	688		
# of Part I crimes against property reported	27,945	27,059	27,394		

# of Part I crimes against property reported that are assigned for investigation.	4,786	4,231	3,744
# of assigned Part I crimes against property that are charged.	963	807	769
# of Part II crimes reported	45,497	45,329	42,363

Explanation of key performance measures:

- Part I crimes against persons include homicide, rape, robbery aggravated assault.
- Part I crimes against property include burglary, larceny theft, motor vehicle theft, arson.
- Part II crimes include all criminal offenses not included in Part I. These crimes are grouped together instead of separated into crimes against persons and crimes against property. Part II offenses include the groups of narcotics, prostitution and gambling and would not necessarily be assigned for investigation.
- UCR (Part I and II crimes) report the single most serious event. The above information may reflect multiple offenses against one or more victims.

Primary Business:

Crime Prevention and Reduction

Service Activity:

CODEFOR

Description:

Computer Optimized Deployment Focus On Results. The four elements essential for crime control: accurate and timely intelligence about crime that is occurring; rapid deployment of personnel and resource; effective tactics; and relentless follow-up and assessment. The CODEFOR unit is also responsible for compiling and submitting UCR crime statistics for the MPD.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
% change in Part I Crimes	-10.6%	-3.3%	0% no change		
Part I reported crimes per 1000 residents*	72.5	71.1	71.1		
Part II reported crimes per 1000 residents*	117.8	118.1	110.7		

Explanation of key performance measures:

Total Part I crimes remained even from 2001 to 2002. Part I Violent Crimes increased 1.5 percent and Part I Property Crimes decreased 0.3 percent.

^{*}Based on the 2000 Census population of 382,618 residents.

	2002	2001 %	% Change	2000	1999	1998	1997	1996
Homicide	47	43	+9.3	50	47	58	58	83
Rape	385	399	- 3.5	422	479	489	575	560
Robbery	1,824	1,943	- 6.1	1,948	2,122	2,400	3,325	3,268
Agg. Assault	1,945	1,716	+13.3	1,984	2,387	2,691	2,860	2,999
Burglary	4,465	4,092	+ 9.1	4,514	5,634	6,560	8,302	7,717
Larceny	14,754	14,548	+ 1.4	14,788	16,552	18,322	20,945	20,789

Motor Veh. Theft	3,515	4,079	-13.8	3,783	3,941	4,540	5,834	5,694
Arson	266	259	+ 2.7	261	298	427	391	496
Total	27.201	27.079	+ 0.45	27.750	31.460	35.487	42.290	41.606

Service Activity:

Crime prevention education and opportunity reduction

Description:

Includes prevention activity from the MPD's CCP/SAFE teams currently assigned to each precinct, as well as the Police Athletic League (PAL). The mission of the CCP/SAFE unit is to enhance safety and livibility in Minneapolis, through police-community partnerships.

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of new block clubs/apartment clubs organized	77	61	53		
# of block club activities	1,280	1,440	1,387		
# of new McGruff Houses	35	32	44		
# of CCP/SAFE and RECAP education and outreach activities (includes workshops, youth outreach, etc.)	1,663	1,709	1,907		
Rental license enforcement letters sent	383	351	340		
# of youth participating in PAL		1,330	1,620		
% youth participating in PAL cited or arrested vs. city juvenile population		2% (PAL) 11% (all)	TBD		
Youth brought to the Curfew Center	1,318	1,378	1,275		
Youth brought to Truancy Center	1,959	1,612	1,585		
Juvenile arrests					
Part I		1,437	1,359		
Part II		6,795	6,462		
Total		8,232	7,821		
% of all arrests		23.2%	24.4%		

Explanation of key performance measures:

Primary Business:

Internal Services

Service Activity:

Support Operations

Description:

Support Operations consists of the following:

- Identification (Identifying criminal suspects by gathering and processing evidence)
- -Licensing (License application investigation and premise inspection; criminal and regulatory investigations and inspections of gambling laws)
- -Support Services (Criminal record development and management; property and evidence inventory and

⁻ Block club tracking does not include new initiatives in virtual (Internet) block clubs.

management; and response to communication requests for internal and external customers)

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
Identification: # suspects identified	171	226	267		
Identification: # of crime scenes processed	1,142	1,104	1,072		
Identification: # of firearms examined	416	345	483		
Identification: # of firearms & ballistics examinations (Data includes firearms, shell casings,	1,883	952	4,583		
expended bullets and test-fired bullets.)					
Licensing: # of compliance checks	836	941	1,142		
Licensing: # of violations detected as a result of compliance checks	124	303	362		
Support Services: inventoried property (# of items)	275,535	287,588	283,304		
Support Services: revenue generated from police auctions	\$69,798	\$104,978	\$109,122		
Support Services: revenue generated from criminal history/records and reports		\$81,483	\$70,662		

Explanation of key performance measures:

Service Activity:

Business Operations

Description:

Business Operations consists of the following:

- -Organizational Development (Pre-service and in service professional development of departmental personnel; Develop and manage organizational resources, policies and practices)
- -MPD Human Resources (Personnel management within the MPD, hiring and promotions internal and external and medical management of employees)
- -MPD Finance/Payroll (Payroll administration and management; Financial /budgetary administration and management)

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of grant applications	15	20	7		
\$ value of grant awards	\$12,376,059	\$11,967,592	\$10,312,709		
# of persons hired	32	71	46		
# of promotional exams (sworn)	0	3	0		

Major policies revised	Emergency Response	Emergency Response	Use of Force Emergency
	Illness and Injury Policy Off-duty	Phase I, II and III Alerts Crisis Intervention	Response Search and Seizures Watch Commanders
	Employment	Teams and Taser Policy Active Shooter Policy	Juvenile Procedures Adult Arrest
		Drug and Alcohol	

Explanation of key performance measures:

- Internal activities to maintain peak effectiveness of employees; includes ongoing training, policy reviews, etc.

Testing Policy

Service Activity:

Internal Affairs

Description:

Chief directed operations to review and audit personnel, organizational processes and actions. This service activity includes receiving, investigating and processing complaints and department policy violations involving MPD personnel. It also includes reviewing, auditing and redirecting organizational and operational processes and practices

Key Performance Measures for the Service Activity:

Key Performance Measure	2000 Actual	2001 Actual	2002 Actual	2003 Estimated	2004 Projected
# of complaints received	45	38	38		
# cases investigated	45	38	38		
# CRA complaints reported	102	114	56*		
# CRA complaints sustained	4	0 (7 open)	0 (37 open)		
Civil legal claims against the MPD	214 claims (\$305,904) 71 claims paid	207 claims (\$125,226) 71 claims paid	44		
# of audits and assessments completed	(\$107,280) n/a	(\$48,806) 8	5		

Explanation of key performance measures:

Complaints are infractions of Minneapolis Police Department rules or procedures as defined by the department manual. Complaints may be investigated by the Internal Affairs Unit or the Civilian Review Authority.

^{*}No CRA complaints were taken March-June 2002.

Financial Analysis: (To be completed by the Finance Department)

EXPENDITURE

The Police Department's budget increased by 6.3% from the 2003 adopted budget. The department's positions decreased by 95 from 2003 adopted as a result of the local government aid cut.

The department's budget increased \$3 million due contract settlements and fringe benefit increases.

The department's budget reflects an increase of \$800,000 related to the purchase and maintenance of vehicles from the Equipment Services division of Public Works.

The department has reallocated a number of functions into the Police Special Revenue fund. These functions include NRP contracts, Hennepin County contracts, and the Public Housing Patrol. A decrease of \$566,000 for booking fees is also reflected.

The Minneapolis Emergency Communications function has moved to the City Coordinator's area – this change is reflected in the financial information and the position information. The Council shifted 2 additional positions to fully reflect the final changes needed for this shift.

REVENUE

As a result of the changes related to the above contracts, the department's revenue budget in the special revenue fund increased substantially.

POLICE DEPARTMENT Staffing Information

		2002 Adopted	2003 Adopted	2004 Adopted	% Change	Change
	2001	Budget	Budget	Budget		
FTE's by Division						_
Administration	13.00	13.00	12.00	14.00	16.67%	2.00
North Field Services Bureau	384.00	386.00	423.50	397.00	-6.26%	(26.50)
South Field Services Bureau	411.00	410.00	436.00	375.50	-13.88%	(60.50)
Central Services Bureau	138.50	138.50	130.00	132.05	1.58%	2.05
Internal Services Bureau	140.50	140.50	-	-	0.00%	-
Police Licensing and Support Services	5.00	5.00	59.00	47.50	-19.49%	(11.50)
Total FTE's	1,092.00	1,093.00	1,060.50	966.05	-8.91%	(94.45)